MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY: 1990 REPORT BASED ON 1990 DATA

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MEDICAL GROUP
MANAGEMENT
ASSOCIATION

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October 1990

MEDICAL GROUP
MANAGEMENT
ASSOCIATION

104 Inverness Terrace East
Englewood, Colorado 80112
(303) 799-1111

Medical Group Management Association
1989-1990 Financial Management Committee

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Kaiser Permanente Medical Care Program
Oakland, California

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South Shore Medical Center, Inc.
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Keene Clinic, Inc.
Keene, New Hampshire

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Steven S. Lazarus, PhD, CRAHCA Associate Director
David N. Gans, CRAHCA Senior Project Director
James W. Margolis, CRAHCA Project Director
Laura E. Mueller, CRAHCA Research Associate
Ann M. Madden, CRAHCA Administrative Secretary
Dawn I. Klinkel, CRAHCA Data Entry Operator
Sharon Culhane, CRAHCA Data Entry Operator

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Medical Group Management Association
1355 South Colorado Boulevard, Suite 900
Denver, Colorado 80222
(303) 753-1111

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104 Inverness Terrace East
Englewood, Colorado 80112
(303) 799-1111

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Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Introduction

The *Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data* presents summary statistics regarding the compensation of management personnel in MGMA member group practices. The information contained in this report is presented solely for the purpose of informing MGMA members of ranges of compensation levels of the management positions within medical group practices. While the data presented herein are not directly related to patient services, users of this report are cautioned against any agreement among practices to fix prices or fees in violation of federal or state antitrust laws.

The survey questionnaire is reprinted on pages 31 and 32 of this report. Please refer to the questionnaire and its instructions to better understand the definitions of the positions stated in this report and how compensation levels were computed.

If you have a question concerning the survey results, or comments on how this report could be enhanced or the survey questionnaire improved, please contact one of the members of the MGMA Financial Management Committee or the MGMA/CRAHCA staff. Changes made in the 1990 survey and report are a direct result of member suggestions during the past year.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of salary and fringe benefit information and will maintain strict confidentiality of individual responses. Continued participation in MGMA's surveys is greatly appreciated.

How This Report Was Computed

The *Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data* is based on data provided by MGMA members during April and May 1990. Out of 7,776 survey questionnaires mailed, 3,343 questionnaires were returned, representing a response rate of 43.0%.

To make the survey as current as possible, respondents were asked to use 1990 compensation data as the basis for completing their questionnaires. For example, when an administrator is compensated with a percentage of group revenue or by a bonus arrangement, the survey instructed the respondent to provide a 'best estimate' of what 1990 total compensation would be.

Members were asked to report the best estimate of their calendar/fiscal year 1990 salary and bonuses. This included all income earned, such as annual salary, Christmas or other taxed special bonuses, payments in lieu of vacation, etc. Members were also requested to report the value (dollar cost) of the annual fringe benefits they receive. Annual fringe benefit data were reported in categories of: contribution to retirement, pension, and profit sharing program(s) by your employer; insurance benefits (total annual premium cost for health/medical, dental, term life, and accidental death and disability insurance); automobile allowance (excluding mileage reimbursement); education/meeting/conference allowances or reimbursements; legal/tax fees and financial advisory fees; professional association dues; and other benefits (such as club memberships, convention travel for spouse, low cost loans, etc.).

In order to ensure anonymity in this report, data are suppressed when the number of responses in any table cell is less than ten. This situation is indicated by an asterisk in the statistics columns.

The data tables report counts (number of responses), median, 25th percentile, and 75th percentile information. The median is the midpoint of responses by participants when the data are ranked from low to high. For example, with 83 responses the median is the data reported by the respondent ranked 42nd. The 25th percentile is the point on the ranking at which 75 percent of the respondents earned higher salaries. In this example, it is represented by averaging the 20th and 21st ranked responses. Similarly, the 75th percentile is the point on the ranking at which 25 percent of the respondents earned higher salaries. In a sample of 83 respondents, the 62nd and 63rd ranked salaries are averaged for this indicator.

How to Use This Report

To use this report, administrators should examine both their professional backgrounds and the demographic characteristics of their groups. Each table in the report should then be examined for applicability. By selecting appropriate tables, a compensation profile of administrators having similar characteristics can be constructed.

Compensation information derived from this report should be adjusted for such factors as managerial experience, current salary level, financial status of the group, and the relationship between the administrator and group's physician board. Traditionally, medical group boards place the greatest emphasis on the variables of size of group, group total revenue, number of persons supervised, education level, and health care management experience when establishing salary and fringe benefits.

Extreme caution should be used in interpreting the data in this report. All data from the *Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data* are compiled from questionnaires voluntarily returned by MGMA members responding to the survey. No effort whatsoever was made to design, implement, and enforce a stratified random sampling procedure that would help ensure that the data presented in this report are representative of MGMA members in general. Due to the voluntary nature of the responses, there is most likely an element of self-selection bias in the survey results. Therefore, any generalizations made concerning administrators employed by MGMA member groups, or the United States medical group manager population as a whole, should be regarded with caution. In essence, these results are only valid for the MGMA members voluntarily participating in this survey. Additional caution should be used when interpreting results for any table cell where the number of responses is less than 20. For cells with small sample sizes, additional observations could significantly change the results.

Demographic Profile of Respondents

Table A: Income Determination Method	Frequency	Percent
Straight salary	1,815	54.6%
Percent of group and/or physician income	84	2.5%
Combination of salary and percentage	192	5.8%
Salary plus bonus	1,232	37.1%
TOTAL	3,323	100.0%
Missing	20	

Table B: Employment Contract Status	Frequency	Percent
Yes	838	25.5%
No	2,448	74.5%
TOTAL	3,286	100.0%
Missing	57	

Table C: Position Description	Frequency	Percent
Executive director/chief administrator	1,865	56.0%
University group department administrator	320	9.6%
Associate administrator	318	9.6%
Assistant administrator	157	4.7%
Office manager	237	7.1%
Controller	49	1.5%
Chief financial officer	90	2.7%
Business office manager	117	3.5%
Personnel director	45	1.4%
Medical director	17	0.5%
Physician	20	0.6%
Other	93	2.8%
TOTAL	3,328	100.0%
Missing	15	

Table D: Number of Persons Supervised	Frequency	Percent
15 persons or less	897	28.0%
16 to 26 persons	703	22.0%
27 to 60 persons	842	26.3%
61 persons or more	758	23.7%
TOTAL	3,200	100.0%
Missing	143	

Table E: Years of Experience	Frequency	Percent
7 years or less	829	25.2%
8 to 12 years	901	27.4%
13 to 17 years	776	23.6%
18 years or more	783	23.8%
TOTAL	3,289	100.0%
Missing	54	

Table F: Gender	Frequency	Percent
Male	1,850	55.5%
Female	1,485	44.5%
TOTAL	3,335	100.0%
Missing	8	

Table G: Formal Education Level	Frequency	Percent
High school	376	11.5%
Associate degree	381	11.6%
Bachelors degree	1,197	36.6%
Masters, PhD or JD	1,320	40.3%
TOTAL	3,274	100.0%
Missing	69	

Table H: ACMGA Status	Frequency	Percent
Not affiliated	2,311	71.8%
Nominee	539	16.7%
Candidate	223	6.9%
Fellow	146	4.5%
TOTAL	3,219	100.0%
Missing	124	

Table I: Total Net Revenue	Frequency	Percent
$2,000,000 or less	626	21.6%
$2,000,001 to $4,000,000	747	25.8%
$4,000,001 to $10,000,000	722	24.9%
$10,000,001 or more	804	27.7%
TOTAL	2,899	100.0%
Missing	444	

Note: Totals may not add to 100% due to rounding.

Source: Medical Group Management Association member groups.

Demographic Profile of Respondents (continued)

Table J: Managed Care Revenue Percent of Total Net Revenue	Frequency	Percent
No managed care	685	21.9%
8% managed care or less	805	25.7%
9% to 20% managed care	845	27.0%
21% to 100% managed care	795	25.4%
TOTAL	3,130	100.0%
Missing	213	

Table K: Number of FTE Physicians	Frequency	Percent
5 FTE or less	883	27.4%
6 to 10 FTE	759	23.5%
11 to 32 FTE	784	24.3%
33 FTE or more	800	24.8%
TOTAL	3,226	100.0%
Missing	117	

Table L: Group Type	Frequency	Percent
Single specialty	1,841	56.2%
Multispecialty	1,436	43.8%
TOTAL	3,277	100.0%
Missing	66	

Table M: Single Specialty Group Type	Frequency	Percent
Allergy/immunology	12	0.7%
Anesthesiology	121	6.7%
Cardiology	124	6.9%
Dermatology	16	0.9%
Family practice	215	11.9%
Gastroenterology	17	0.9%
Hematology/oncology	21	1.2%
Internal medicine	97	5.4%
Neurology	49	2.7%
Obstetrics/gynecology	159	8.8%
Ophthalmology	114	6.3%
Otorhinolaryngology	42	2.3%
Pathology	46	2.5%
Pediatrics	61	3.4%
Psychiatry	37	2.0%
Pulmonary disease	15	0.8%
Radiology	152	8.4%
Surgery: General	55	3.0%
Surgery: Neurological	22	1.2%
Surgery: Orthopedic	272	15.0%
Surgery: Vascular/thoracic	21	1.2%
Urology	41	2.3%
Other physician specialties	101	5.5%
TOTAL	1,810	100.0%
Missing	1,533	

Table N: Type of University Plan	Frequency	Percent
Centralized	267	8.2%
Departmentalized	405	12.4%
University health service	43	1.3%
No university affiliation	2,545	78.1%
TOTAL	3,260	100.0%
Missing	83	

Table O: Geographic Section	Frequency	Percent
Eastern	769	25.0%
Midwest	805	26.1%
Southern	874	28.4%
Western	634	20.6%
TOTAL	3,082	100.0%
Missing	261	

Note: Totals may not add to 100% due to rounding.

Source: Medical Group Management Association member groups.

Table 1: Medians for Salary and Bonuses and Total Fringe Benefits for Executive Directors/Chief Administrators: 1982 to 1990

YEAR	MEDIAN SALARY AND BONUSES	MEDIAN TOTAL FRINGE BENEFITS
1982	$42,000	$9,203
1983	$44,000	$10,000
1984	$45,700	$10,300
1985	$48,500	$10,500
1986	$50,500	$10,600
1987	$53,250	$10,949
1988	$56,000	$11,735
1989	$55,000	$11,605
1990	$58,000	$11,846

NOTES: THE DECREASE IN MEDIAN SALARY AND BONUSES AND TOTAL FRINGE BENEFITS FROM 1988 TO 1989 IS DUE TO A CHANGE IN THE DEFINITION OF EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR WHICH CAUSED THE NUMBER OF RESPONSES TO INCREASE FROM 1,133 IN 1988 TO 1,673 IN 1989. THE MAJORITY OF THESE ADDITIONAL RESPONSES ARE ATTRIBUTED TO SMALLER MEDICAL GROUPS OF 15 OR FEWER FTE PHYSICIANS. SINCE SMALLER MEDICAL GROUPS, IN GENERAL, TEND TO HAVE LOWER COMPENSATION LEVELS, THE MEDIAN VALUES GENERALLY DECREASED.

Graph 1: Medians for Salary and Bonuses and Total Fringe Benefits for Executive Directors/Chief Administrators: 1982 to 1990

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 2A: Counts for Expected Change in Compensation from 1989 to 1990 by Position Title

POSITION TITLE	EXPECTED CHANGE IN COMPENSATION FROM 1989 TO 1990							
	DECREASE OVER 5%	DECREASE 1% TO 5%	NO CHANGE	INCREASE 1% TO 5%	INCREASE 6% TO 10%	INCREASE 11% TO 15%	INCREASE 16% TO 20%	INCREASE OVER 20%
	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT
EXEC. DIRECTOR/CHIEF ADMIN.	36	79	175	639	628	130	34	39
UNIV. DEPT. ADMINISTRATOR	4	9	25	129	117	15	6	3
ASSOCIATE ADMINISTRATOR	4	14	18	109	129	22	6	2
ASSISTANT ADMINISTRATOR	2	1	10	71	54	7	1	2
OFFICE MANAGER	1	12	30	93	79	8	2	1
CONTROLLER	0	1	3	23	18	1	1	0
CHIEF FINANCIAL OFFICER	1	6	5	29	34	5	1	1
BUSINESS OFFICE MANAGER	1	4	6	55	33	7	2	1
PERSONNEL DIRECTOR	1	2	2	19	19	1	0	0
MEDICAL DIRECTOR	2	2	6	2	1	1	0	1
PHYSICIAN	2	2	9	3	2	1	0	0
OTHER	1	3	11	40	27	3	1	2

Table 2B: Count Percents for Expected Change in Compensation from 1989 to 1990 by Position Title

POSITION TITLE	EXPECTED CHANGE IN COMPENSATION FROM 1989 TO 1990							
	DECREASE OVER 5%	DECREASE 1% TO 5%	NC CHANGE	INCREASE 1% TO 5%	INCREASE 6% TO 10%	INCREASE 11% TO 15%	INCREASE 16% TO 20%	INCREASE OVER 20%
	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE	COUNT PERCENT FOR POSITION TITLE
EXEC. DIRECTOR/CHIEF ADMIN.	2%	4%	10%	36%	36%	7%	2%	2%
UNIV. DEPT. ADMINISTRATOR	1%	3%	8%	42%	38%	5%	2%	1%
ASSOCIATE ADMINISTRATOR	1%	5%	6%	36%	42%	7%	2%	1%
ASSISTANT ADMINISTRATOR	1%	1%	7%	48%	36%	5%	1%	1%
OFFICE MANAGER	0%	5%	13%	41%	35%	4%	1%	0%
CONTROLLER	0%	2%	6%	49%	38%	2%	2%	0%
CHIEF FINANCIAL OFFICER	1%	7%	6%	35%	41%	6%	1%	1%
BUSINESS OFFICE MANAGER	1%	4%	6%	50%	30%	6%	2%	1%
PERSONNEL DIRECTOR	2%	5%	5%	43%	43%	2%	0%	0%
MEDICAL DIRECTOR	13%	13%	40%	13%	7%	7%	0%	7%
PHYSICIAN	11%	11%	47%	16%	11%	5%	0%	0%
OTHER	1%	3%	13%	45%	31%	3%	1%	2%

NOTE: ROW TOTALS MAY NOT ADD TO 100% DUE TO ROUNDING.

Source: Medical Group Management Association member groups.

Table 3A: Counts and Medians for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	EXECUTIVE DIRECTOR / CHIEF ADMINISTRATOR		UNIVERSITY GROUP DEPARTMENT ADMINISTRATOR		ASSOCIATE ADMINISTRATOR		ASSISTANT ADMINISTRATOR	
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
SALARY AND BONUSES ($)	1,832	58,000	316	51,460	311	50,000	155	43,300
TOTAL FRINGE BENEFITS ($)	1,824	11,846	309	9,782	308	9,500	149	7,382
RETIREMENT, PENSION, ETC. ($)	1,583	6,000	277	4,500	264	4,700	124	3,590
INSURANCE ($)	1,776	3,400	273	2,600	294	3,000	137	2,100
AUTOMOBILE ($)	411	3,500	0	*	39	3,000	0	*
EDUCATION, MEETING, ETC. ($)	1,664	2,000	276	2,000	288	2,000	140	1,450
LEGAL/TAX FEES ($)	119	500	0	*	14	500	0	*
PROF. ASSOCIATION DUES ($)	1,719	500	283	375	278	400	133	300
OTHER ($)	351	600	38	500	35	500	11	250
PAID VACATION DAYS EARNED	1,847	20	317	21	316	20	157	20
EDUCATION/MEETING DAYS EARNED	1,359	10	204	10	224	7	109	10
EDUCATION/MEETING DAYS USED	1,732	6	291	6	284	6	139	5

Table 3B: 25th and 75th Percentiles for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	EXECUTIVE DIRECTOR / CHIEF ADMINISTRATOR		UNIVERSITY GROUP DEPARTMENT ADMINISTRATOR		ASSOCIATE ADMINISTRATOR		ASSISTANT ADMINISTRATOR	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
SALARY AND BONUSES ($)	44,000	80,000	41,711	62,000	40,000	65,000	33,500	52,000
TOTAL FRINGE BENEFITS ($)	7,778	17,188	7,000	13,400	6,100	14,296	5,000	10,350
RETIREMENT, PENSION, ETC. ($)	3,900	9,500	3,000	6,600	2,912	7,441	2,381	5,975
INSURANCE ($)	2,029	4,800	1,560	4,800	1,600	4,300	1,300	3,600
AUTOMOBILE ($)	1,300	5,000	*	*	1,860	3,600	*	*
EDUCATION, MEETING, ETC. ($)	1,000	3,000	1,450	3,000	1,000	2,500	1,000	2,000
LEGAL/TAX FEES ($)	300	1,000	*	*	200	1,000	*	*
PROF. ASSOCIATION DUES ($)	350	600	250	500	250	500	200	400
OTHER ($)	300	1,200	250	2,000	300	2,000	100	1,000
PAID VACATION DAYS EARNED	15	20	20	24	15	21	15	21
EDUCATION/MEETING DAYS EARNED	5	10	5	10	5	10	5	10
EDUCATION/MEETING DAYS USED	5	10	5	10	5	10	4	8

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. A ZERO IN A COUNT COLUMN INDICATES THAT THE COUNT IS LESS THAN 10.

Source: Medical Group Management Association member groups.

Table 3C: Counts and Medians for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	OFFICE MANAGER		CONTROLLER		CHIEF FINANCIAL OFFICER		BUSINESS OFFICE MANAGER	
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
SALARY AND BONUSES ($)	234	34,225	49	43,000	89	61,000	113	38,000
TOTAL FRINGE BENEFITS ($)	231	7,500	48	7,694	90	10,737	114	8,067
RETIREMENT, PENSION, ETC. ($)	199	3,750	43	3,900	80	5,050	96	4,170
INSURANCE ($)	221	2,400	42	2,350	85	3,540	109	2,124
AUTOMOBILE ($)	20	950	0	*	0	*	11	2,400
EDUCATION, MEETING, ETC. ($)	201	1,000	42	1,225	81	2,000	94	1,200
LEGAL/TAX FEES ($)	0	*	0	*	0	*	0	*
PROF. ASSOCIATION DUES ($)	219	400	43	350	81	350	108	350
OTHER ($)	23	500	0	*	0	*	11	500
PAID VACATION DAYS EARNED	234	15	49	20	90	20	116	20
EDUCATION/MEETING DAYS EARNED	141	5	34	6	65	7	66	7
EDUCATION/MEETING DAYS USED	224	5	40	5	80	5	110	5

Table 3D: 25th and 75th Percentiles for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	OFFICE MANAGER		CONTROLLER		CHIEF FINANCIAL OFFICER		BUSINESS OFFICE MANAGER	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
SALARY AND BONUSES ($)	29,000	40,800	36,000	52,000	49,000	74,000	30,000	50,000
TOTAL FRINGE BENEFITS ($)	5,000	10,265	5,019	10,334	7,075	13,550	4,082	11,800
RETIREMENT, PENSION, ETC. ($)	2,500	5,040	2,100	5,200	3,125	7,040	2,500	5,600
INSURANCE ($)	1,500	3,866	1,500	4,478	2,000	4,451	1,484	4,000
AUTOMOBILE ($)	500	1,300	*	*	*	*	500	3,600
EDUCATION, MEETING, ETC. ($)	500	1,500	800	2,000	1,200	2,500	750	2,000
LEGAL/TAX FEES ($)	*	*	*	*	*	*	*	*
PROF. ASSOCIATION DUES ($)	300	500	250	500	250	500	250	500
OTHER ($)	300	1,000	*	*	*	*	100	1,750
PAID VACATION DAYS EARNED	15	20	15	20	15	21	15	21
EDUCATION/MEETING DAYS EARNED	5	10	5	10	5	10	5	10
EDUCATION/MEETING DAYS USED	4	8	3	5	3	8	4	8

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. A ZERO IN A COUNT COLUMN INDICATES THAT THE COUNT IS LESS THAN 10.

Source: Medical Group Management Association member groups.

Table 3E: Counts and Medians for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	PERSONNEL DIRECTOR		MEDICAL DIRECTOR		PHYSICIAN		OTHER	
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
SALARY AND BONUSES ($)	43	40,000	17	130,000	19	150,000	92	41,239
TOTAL FRINGE BENEFITS ($)	42	8,118	15	12,160	18	19,400	81	6,800
RETIREMENT, PENSION, ETC. ($)	39	3,600	0	*	14	12,500	60	3,850
INSURANCE ($)	43	2,895	12	4,040	16	4,959	79	2,400
AUTOMOBILE ($)	0	*	0	*	0	*	11	2,000
EDUCATION, MEETING, ETC. ($)	37	1,000	10	2,350	16	2,750	77	1,500
LEGAL/TAX FEES ($)	0	*	0	*	0	*	0	*
PROF. ASSOCIATION DUES ($)	39	300	10	775	16	770	78	400
OTHER ($)	0	*	0	*	0	*	0	*
PAID VACATION DAYS EARNED	44	15	14	20	17	20	90	20
EDUCATION/MEETING DAYS EARNED	30	5	13	10	14	9	58	7
EDUCATION/MEETING DAYS USED	40	5	15	9	16	9	81	5

Table 3F: 25th and 75th Percentiles for Salary and Fringe Benefits by Selected Position Titles

SALARY AND FRINGE BENEFITS	POSITION TITLE							
	PERSONNEL DIRECTOR		MEDICAL DIRECTOR		PHYSICIAN		OTHER	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
SALARY AND BONUSES ($)	33,500	48,000	100,000	160,000	110,000	170,000	36,300	50,000
TOTAL FRINGE BENEFITS ($)	5,622	9,634	7,000	23,000	12,000	28,500	5,000	10,250
RETIREMENT, PENSION, ETC. ($)	2,220	5,245	*	*	8,000	23,000	2,360	5,400
INSURANCE ($)	1,400	4,888	1,850	5,500	3,300	5,750	1,500	3,600
AUTOMOBILE ($)	*	*	*	*	*	*	960	3,600
EDUCATION, MEETING, ETC. ($)	500	2,000	1,500	3,200	1,750	4,800	1,000	2,000
LEGAL/TAX FEES ($)	*	*	*	*	*	*	*	*
PROF. ASSOCIATION DUES ($)	200	400	500	1,000	550	1,250	200	500
OTHER ($)	*	*	*	*	*	*	*	*
PAID VACATION DAYS EARNED	15	20	15	21	15	30	15	21
EDUCATION/MEETING DAYS EARNED	5	10	10	15	5	10	5	10
EDUCATION/MEETING DAYS USED	3	7	5	15	7	14	4	8

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. A ZERO IN A COUNT COLUMN INDICATES THAT THE COUNT IS LESS THAN 10.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 4A: Counts and Medians for Salary and Bonuses by Position Title and Total Net Revenue

POSITION TITLE	TOTAL NET REVENUE							
	$2,000,000 OR LESS		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	380	$40,227	526	$50,800	482	$66,833	332	$96,015
UNIV. DEPT. ADMINISTRATOR	40	$45,605	39	$50,000	73	$55,000	61	$63,000
ASSOCIATE ADMINISTRATOR	29	$35,000	36	$41,269	65	$44,000	136	$61,000
ASSISTANT ADMINISTRATOR	6	*	13	$40,000	25	$36,000	76	$50,000
OFFICE MANAGER	110	$32,475	66	$36,750	13	$37,692	11	$35,400
CONTROLLER	1	*	8	*	13	$40,675	20	$49,750
CHIEF FINANCIAL OFFICER	*	*	6	*	13	$50,000	64	$65,000
BUSINESS OFFICE MANAGER	27	$33,000	19	$35,500	17	$42,000	24	$52,250
PERSONNEL DIRECTOR	5	*	5	*	4	*	20	$47,370
MEDICAL DIRECTOR	1	*	1	*	1	*	11	$140,000
PHYSICIAN	1	*	3	*	1	*	12	$153,650
OTHER	11	$38,760	9	*	4	*	30	$46,000

Table 4B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Total Net Revenue

POSITION TITLE	TOTAL NET REVENUE							
	$2,000,000 OR LESS		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$35,000	$48,000	$43,000	$62,500	$56,000	$83,750	$82,000	$125,000
UNIV. DEPT. ADMINISTRATOR	$37,889	$50,500	$41,000	$57,000	$45,800	$65,500	$50,000	$75,000
ASSOCIATE ADMINISTRATOR	$28,800	$44,000	$38,000	$50,613	$38,500	$53,000	$49,750	$77,800
ASSISTANT ADMINISTRATOR	*	*	$30,523	$44,000	$33,500	$43,000	$42,500	$55,550
OFFICE MANAGER	$27,000	$37,000	$30,800	$44,500	$35,000	$42,500	$30,000	$42,000
CONTROLLER	*	*	*	*	$35,000	$60,000	$40,750	$56,700
CHIEF FINANCIAL OFFICER	*	*	*	*	$44,500	$55,000	$52,500	$76,000
BUSINESS OFFICE MANAGER	$27,000	$38,000	$28,000	$42,500	$38,000	$53,000	$42,121	$57,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	$40,000	$55,000
MEDICAL DIRECTOR	*	*	*	*	*	*	$89,000	$165,000
PHYSICIAN	*	*	*	*	*	*	$137,500	$200,000
OTHER	$30,000	$43,680	*	*	*	*	$40,000	$51,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 5A: Counts and Medians for Total Fringe Benefits by Position Title and Total Net Revenue

POSITION TITLE	TOTAL NET REVENUE							
	$2,000,000 OR LESS		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	380	$7,922	525	$10,300	474	$14,216	331	$18,570
UNIV. DEPT. ADMINISTRATOR	39	$8,446	39	$10,163	73	$10,370	59	$13,300
ASSOCIATE ADMINISTRATOR	30	$7,173	36	$8,202	64	$8,515	133	$11,732
ASSISTANT ADMINISTRATOR	6	*	13	$5,500	25	$6,700	71	$9,050
OFFICE MANAGER	107	$6,518	68	$8,578	12	$11,100	11	$7,177
CONTROLLER	0	*	8	*	13	$8,900	20	$8,488
CHIEF FINANCIAL OFFICER	*	*	6	*	13	$8,350	65	$11,141
BUSINESS OFFICE MANAGER	27	$7,500	19	$10,100	18	$8,174	23	$8,529
PERSONNEL DIRECTOR	5	*	4	*	5	*	20	$9,198
MEDICAL DIRECTOR	1	*	1	*	1	*	9	*
PHYSICIAN	1	*	3	*	0	*	12	$19,400
OTHER	10	$5,750	8	*	4	*	26	$6,860

Table 5B: 25th and 75th Percentiles for Total Fringe Benefits by Position Title and Total Net Revenue

POSITION TITLE	TOTAL NET REVENUE							
	$2,000,000 OR LESS		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$5,350	$10,859	$7,260	$14,380	$9,950	$19,300	$13,000	$24,600
UNIV. DEPT. ADMINISTRATOR	$5,050	$10,000	$6,569	$14,025	$7,410	$13,500	$8,265	$18,300
ASSOCIATE ADMINISTRATOR	$5,068	$11,000	$5,195	$11,214	$6,025	$12,925	$7,400	$15,535
ASSISTANT ADMINISTRATOR	*	*	$3,900	$7,150	$5,600	$8,791	$6,200	$11,900
OFFICE MANAGER	$4,286	$9,300	$6,400	$10,650	$8,550	$13,208	$4,700	$10,750
CONTROLLER	*	*	*	*	$5,621	$10,200	$5,898	$11,732
CHIEF FINANCIAL OFFICER	*	*	*	*	$6,100	$10,662	$8,250	$13,600
BUSINESS OFFICE MANAGER	$2,900	$11,925	$6,600	$11,700	$4,500	$12,800	$6,050	$12,300
PERSONNEL DIRECTOR	*	*	*	*	*	*	$6,350	$13,475
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	$12,575	$28,070
OTHER	$4,900	$6,970	*	*	*	*	$5,500	$10,500

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 6: Counts, 25th, 50th, and 75th Percentiles for Salary and Bonuses by Position Title and Gender

POSITION TITLE	GENDER							
	MALE				FEMALE			
	SALARY AND BONUSES	SALARY AND BONUSES			SALARY AND BONUSES	SALARY AND BONUSES		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	1,163	$52,200	$70,000	$90,000	664	$37,500	$45,000	$55,475
UNIV. DEPT. ADMINISTRATOR	160	$45,318	$55,000	$65,000	156	$38,000	$46,750	$57,000
ASSOCIATE ADMINISTRATOR	165	$46,000	$60,000	$74,090	146	$37,000	$44,000	$52,000
ASSISTANT ADMINISTRATOR	73	$38,000	$46,000	$55,000	82	$31,500	$40,000	$48,000
OFFICE MANAGER	45	$35,000	$41,300	$49,000	189	$28,500	$33,160	$38,000
CONTROLLER	25	$40,800	$50,000	$60,000	24	$31,600	$38,250	$46,000
CHIEF FINANCIAL OFFICER	69	$54,500	$65,000	$75,000	20	$36,650	$46,755	$53,500
BUSINESS OFFICE MANAGER	37	$35,360	$52,000	$57,900	76	$27,183	$35,250	$42,000
PERSONNEL DIRECTOR	12	$49,870	$55,000	$65,750	31	$32,000	$36,750	$42,000
MEDICAL DIRECTOR	17	$100,000	$130,000	$160,000	*	*	*	*
PHYSICIAN	19	$110,000	$150,000	$170,000	*	*	*	*
OTHER	39	$41,000	$49,000	$59,483	53	$32,300	$39,600	$43,000

Table 7: Counts, 25th, 50th, and 75th Percentiles for Total Fringe Benefits by Position Title and Gender

POSITION TITLE	GENDER							
	MALE				FEMALE			
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS			TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	1,159	$9,100	$13,500	$19,600	660	$6,500	$9,246	$13,146
UNIV. DEPT. ADMINISTRATOR	156	$7,646	$10,182	$15,100	153	$6,222	$9,250	$12,590
ASSOCIATE ADMINISTRATOR	164	$6,775	$10,075	$15,068	144	$5,803	$8,225	$12,546
ASSISTANT ADMINISTRATOR	72	$5,417	$8,190	$11,825	77	$4,890	$6,895	$9,635
OFFICE MANAGER	45	$5,450	$7,543	$11,300	186	$4,920	$7,375	$10,047
CONTROLLER	24	$6,076	$8,488	$9,900	24	$3,900	$6,837	$10,559
CHIEF FINANCIAL OFFICER	70	$8,200	$10,811	$14,300	20	$5,015	$9,286	$11,481
BUSINESS OFFICE MANAGER	37	$6,050	$10,800	$12,800	77	$4,054	$7,350	$10,610
PERSONNEL DIRECTOR	12	$7,650	$12,098	$14,155	30	$4,240	$7,122	$9,100
MEDICAL DIRECTOR	15	$7,000	$12,160	$23,000	*	*	*	*
PHYSICIAN	18	$12,000	$19,400	$28,500	*	*	*	*
OTHER	33	$5,000	$7,020	$11,950	48	$4,700	$6,719	$9,549

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 8: Counts, 25th, 50th, and 75th Percentiles for Salary and Bonuses by Position Title and Group Type

POSITION TITLE	GROUP TYPE							
	SINGLE SPECIALTY				MULTISPECIALTY			
	SALARY AND BONUSES	SALARY AND BONUSES			SALARY AND BONUSES	SALARY AND BONUSES		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	1,115	$41,000	$51,000	$69,000	698	$53,000	$72,000	$94,000
UNIV. DEPT. ADMINISTRATOR	216	$41,711	$51,085	$61,275	89	$41,950	$55,000	$64,800
ASSOCIATE ADMINISTRATOR	90	$36,000	$44,000	$52,000	212	$43,449	$54,250	$70,000
ASSISTANT ADMINISTRATOR	35	$31,680	$34,000	$44,000	117	$35,000	$45,000	$54,000
OFFICE MANAGER	195	$29,000	$34,000	$41,000	39	$30,000	$35,000	$40,675
CONTROLLER	17	$34,100	$40,675	$50,000	32	$38,750	$45,000	$52,700
CHIEF FINANCIAL OFFICER	19	$45,600	$52,000	$75,000	69	$50,000	$62,000	$73,000
BUSINESS OFFICE MANAGER	70	$28,000	$35,000	$43,020	39	$35,500	$45,048	$54,000
PERSONNEL DIRECTOR	9	*	*	*	32	$35,500	$42,871	$54,500
MEDICAL DIRECTOR	1	*	*	*	16	$107,500	$135,000	$162,500
PHYSICIAN	6	*	*	*	13	$120,000	$150,000	$170,000
OTHER	25	$33,794	$41,000	$46,500	54	$38,000	$41,000	$50,000

Table 9: Counts, 25th, 50th, and 75th Percentiles for Total Fringe Benefits by Position Title and Group Type

POSITION TITLE	GROUP TYPE							
	SINGLE SPECIALTY				MULTISPECIALTY			
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS			TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	1,112	$7,410	$10,700	$16,011	695	$8,800	$13,112	$18,750
UNIV. DEPT. ADMINISTRATOR	213	$7,100	$9,650	$13,200	86	$7,500	$10,170	$15,260
ASSOCIATE ADMINISTRATOR	91	$5,500	$9,100	$12,541	208	$6,624	$9,675	$14,760
ASSISTANT ADMINISTRATOR	35	$4,850	$6,430	$9,650	111	$5,044	$7,750	$11,100
OFFICE MANAGER	192	$5,073	$7,551	$10,459	39	$4,920	$6,600	$8,225
CONTROLLER	17	$5,621	$6,773	$10,200	31	$5,000	$8,450	$10,650
CHIEF FINANCIAL OFFICER	19	$6,500	$10,890	$15,500	70	$7,075	$10,616	$13,351
BUSINESS OFFICE MANAGER	72	$4,067	$8,174	$12,050	38	$4,250	$8,000	$11,500
PERSONNEL DIRECTOR	8	*	*	*	32	$5,280	$8,710	$12,098
MEDICAL DIRECTOR	1	*	*	*	14	$7,000	$14,580	$23,000
PHYSICIAN	5	*	*	*	13	$15,300	$18,800	$27,639
OTHER	22	$5,000	$7,892	$11,650	48	$4,830	$6,835	$10,224

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 10: Counts, 25th, 50th, and 75th Percentiles for Salary and Bonuses by Position Title and Employment Contract Status

POSITION TITLE	EMPLOYMENT CONTRACT STATUS							
	YES				NO			
	SALARY AND BONUSES	SALARY AND BONUSES			SALARY AND BONUSES	SALARY AND BONUSES		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	628	$50,000	$66,050	$90,456	1,170	$42,000	$53,000	$72,000
UNIV. DEPT. ADMINISTRATOR	47	$37,500	$48,362	$65,000	264	$42,000	$51,887	$61,614
ASSOCIATE ADMINISTRATOR	51	$43,008	$57,000	$70,200	255	$40,000	$50,000	$64,000
ASSISTANT ADMINISTRATOR	12	$29,700	$38,000	$50,000	142	$34,000	$43,750	$52,000
OFFICE MANAGER	23	$33,160	$40,000	$45,000	208	$29,000	$34,000	$40,000
CONTROLLER	2	*	*	*	47	$36,000	$43,000	$53,400
CHIEF FINANCIAL OFFICER	13	$60,000	$72,000	$75,000	76	$48,500	$60,000	$71,300
BUSINESS OFFICE MANAGER	5	*	*	*	107	$30,000	$39,000	$50,500
PERSONNEL DIRECTOR	2	*	*	*	41	$33,500	$40,000	$48,000
MEDICAL DIRECTOR	7	*	*	*	9	*	*	*
PHYSICIAN	13	$120,000	$150,000	$170,000	6	*	*	*
OTHER	18	$41,000	$44,375	$55,000	73	$35,000	$40,539	$50,000

Table 11: Counts, 25th, 50th, and 75th Percentiles for Total Fringe Benefits by Position Title and Employment Contract Status

POSITION TITLE	EMPLOYMENT CONTRACT STATUS							
	YES				NO			
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS			TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS		
	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE	COUNT	25TH PERCENTILE	50TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	626	$8,694	$13,500	$20,217	1,163	$7,293	$10,700	$15,500
UNIV. DEPT. ADMINISTRATOR	45	$6,626	$9,800	$14,025	259	$6,970	$9,700	$13,349
ASSOCIATE ADMINISTRATOR	49	$7,112	$10,350	$14,421	254	$5,900	$9,157	$13,924
ASSISTANT ADMINISTRATOR	11	$3,300	$6,700	$11,200	137	$5,000	$7,500	$10,350
OFFICE MANAGER	22	$5,523	$9,796	$13,535	206	$5,000	$7,097	$10,047
CONTROLLER	2	*	*	*	46	$5,000	$7,694	$10,200
CHIEF FINANCIAL OFFICER	13	$8,900	$11,662	$13,600	77	$7,075	$10,724	$13,351
BUSINESS OFFICE MANAGER	6	*	*	*	107	$4,082	$7,986	$11,800
PERSONNEL DIRECTOR	2	*	*	*	40	$5,280	$8,118	$9,617
MEDICAL DIRECTOR	6	*	*	*	8	*	*	*
PHYSICIAN	13	$16,150	$21,600	$34,317	5	*	*	*
OTHER	17	$5,500	$7,200	$11,650	63	$4,900	$6,700	$10,198

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 12A: Counts and Medians for Salary and Bonuses by Position Title and Income Determination Method

POSITION TITLE	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP AND/OR PHYSICIAN INCOME		COMBINATION OF SALARY AND PERCENTAGE		SALARY PLUS BONUS	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	801	$52,500	75	$94,800	151	$72,000	796	$60,000
UNIV. DEPT. ADMINISTRATOR	261	$49,782	*	*	7	*	47	$60,000
ASSOCIATE ADMINISTRATOR	198	$48,000	4	*	7	*	99	$55,000
ASSISTANT ADMINISTRATOR	117	$41,000	*	*	*	*	38	$45,000
OFFICE MANAGER	132	$34,000	*	*	7	*	94	$35,364
CONTROLLER	35	$40,800	*	*	1	*	13	$50,000
CHIEF FINANCIAL OFFICER	60	$56,088	*	*	1	*	27	$65,000
BUSINESS OFFICE MANAGER	64	$37,443	0	*	4	*	45	$39,500
PERSONNEL DIRECTOR	32	$41,000	*	*	1	*	10	$37,432
MEDICAL DIRECTOR	8	*	1	*	2	*	6	*
PHYSICIAN	4	*	2	*	6	*	7	*
OTHER	65	$40,343	*	*	3	*	24	$45,500

Table 12B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Income Determination Method

POSITION TITLE	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP AND/OR PHYSICIAN INCOME		COMBINATION OF SALARY AND PERCENTAGE		SALARY PLUS BONUS	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$40,561	$71,500	$66,000	$115,000	$55,000	$93,000	$45,000	$82,881
UNIV. DEPT. ADMINISTRATOR	$41,000	$59,000	*	*	*	*	$52,623	$75,000
ASSOCIATE ADMINISTRATOR	$40,000	$61,100	*	*	*	*	$43,000	$69,000
ASSISTANT ADMINISTRATOR	$32,500	$52,000	*	*	*	*	$40,000	$52,000
OFFICE MANAGER	$28,000	$40,000	*	*	*	*	$30,000	$42,500
CONTROLLER	$35,000	$50,100	*	*	*	*	$43,000	$60,000
CHIEF FINANCIAL OFFICER	$46,200	$72,000	*	*	*	*	$52,000	$81,500
BUSINESS OFFICE MANAGER	$28,250	$46,500	*	*	*	*	$32,000	$52,800
PERSONNEL DIRECTOR	$33,775	$47,500	*	*	*	*	$32,000	$42,490
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$35,000	$46,200	*	*	*	*	$40,500	$62,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 13A: Counts and Medians for Salary and Bonuses by Position Title and Number of Persons Supervised

POSITION TITLE	NUMBER OF PERSONS SUPERVISED							
	15 PERSONS OR LESS		16 TO 26 PERSONS		27 TO 60 PERSONS		61 PERSONS OR MORE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	310	$46,000	434	$47,013	561	$56,600	476	$84,693
UNIV. DEPT. ADMINISTRATOR	90	$44,500	69	$47,000	68	$55,000	73	$61,628
ASSOCIATE ADMINISTRATOR	77	$42,000	37	$43,008	76	$48,000	106	$63,500
ASSISTANT ADMINISTRATOR	49	$36,000	14	$32,753	38	$43,500	45	$51,500
OFFICE MANAGER	137	$34,000	65	$34,000	22	$36,630	4	*
CONTROLLER	33	$43,000	6	*	4	*	1	*
CHIEF FINANCIAL OFFICER	33	$47,910	13	$56,500	23	$68,000	15	$73,000
BUSINESS OFFICE MANAGER	65	$33,000	23	$38,000	17	$50,500	6	*
PERSONNEL DIRECTOR	28	$42,626	6	*	2	*	6	*
MEDICAL DIRECTOR	7	*	2	*	2	*	2	*
PHYSICIAN	4	*	3	*	2	*	5	*
OTHER	45	$40,000	9	*	15	$39,600	7	*

Table 13B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Number of Persons Supervised

POSITION TITLE	NUMBER OF PERSONS SUPERVISED							
	15 PERSONS OR LESS		16 TO 26 PERSONS		27 TO 60 PERSONS		61 PERSONS OR MORE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$36,600	$60,300	$40,000	$60,000	$45,000	$70,000	$65,000	$105,000
UNIV. DEPT. ADMINISTRATOR	$37,452	$52,000	$39,000	$55,000	$44,750	$63,183	$53,000	$69,500
ASSOCIATE ADMINISTRATOR	$35,000	$52,000	$40,000	$50,875	$40,000	$61,000	$50,000	$78,000
ASSISTANT ADMINISTRATOR	$31,680	$45,000	$32,000	$40,000	$38,000	$50,000	$43,500	$59,500
OFFICE MANAGER	$28,500	$40,000	$29,000	$43,325	$34,000	$41,300	*	*
CONTROLLER	$36,000	$50,100	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$38,000	$56,000	$52,000	$78,000	$56,175	$74,000	$65,000	$94,000
BUSINESS OFFICE MANAGER	$27,040	$40,000	$32,000	$53,000	$41,000	$52,800	*	*
PERSONNEL DIRECTOR	$33,250	$50,500	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$32,000	$50,000	*	*	$37,719	$50,500	*	*

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 14A: Counts and Medians for Total Fringe Benefits by Position Title and Number of Persons Supervised

POSITION TITLE	NUMBER OF PERSONS SUPERVISED							
	15 PERSONS OR LESS		16 TO 26 PERSONS		27 TO 60 PERSONS		61 PERSONS OR MORE	
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	310	$10,166	434	$9,738	557	$11,400	473	$15,500
UNIV. DEPT. ADMINISTRATOR	88	$8,675	69	$9,200	67	$9,220	71	$12,930
ASSOCIATE ADMINISTRATOR	76	$9,099	39	$7,900	77	$8,120	101	$11,036
ASSISTANT ADMINISTRATOR	46	$6,650	14	$6,063	38	$7,307	43	$9,040
OFFICE MANAGER	135	$7,512	64	$6,850	21	$8,400	4	*
CONTROLLER	32	$7,694	6	*	4	*	1	*
CHIEF FINANCIAL OFFICER	33	$9,400	14	$10,295	23	$10,724	15	$13,550
BUSINESS OFFICE MANAGER	65	$7,800	24	$6,965	17	$8,529	6	*
PERSONNEL DIRECTOR	29	$8,700	6	*	2	*	4	*
MEDICAL DIRECTOR	6	*	2	*	2	*	2	*
PHYSICIAN	4	*	2	*	2	*	5	*
OTHER	38	$6,550	9	*	13	$6,900	7	*

Table 14B: 25th and 75th Percentiles for Total Fringe Benefits by Position Title and Number of Persons Supervised

POSITION TITLE	NUMBER OF PERSONS SUPERVISED							
	15 PERSONS OR LESS		16 TO 26 PERSONS		27 TO 60 PERSONS		61 PERSONS OR MORE	
	TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$6,500	$14,818	$6,750	$13,975	$7,494	$15,900	$11,050	$22,000
UNIV. DEPT. ADMINISTRATOR	$6,502	$12,040	$6,222	$12,000	$6,800	$14,260	$9,700	$16,000
ASSOCIATE ADMINISTRATOR	$5,828	$13,131	$5,500	$11,700	$5,190	$11,732	$7,593	$15,800
ASSISTANT ADMINISTRATOR	$4,980	$9,635	$3,300	$7,422	$6,080	$10,500	$5,850	$12,582
OFFICE MANAGER	$5,040	$10,052	$4,481	$10,063	$6,600	$12,000	*	*
CONTROLLER	$4,815	$10,425	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$6,230	$11,250	$8,500	$15,500	$7,150	$12,500	$12,980	$17,180
BUSINESS OFFICE MANAGER	$4,080	$11,700	$3,525	$12,300	$6,050	$11,500	*	*
PERSONNEL DIRECTOR	$6,600	$9,634	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$4,500	$8,460	*	*	$4,900	$9,500	*	*

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 15A: Counts and Medians for Salary and Bonuses by Position Title and Years of Experience

POSITION TITLE	YEARS OF EXPERIENCE							
	7 YEARS OR LESS		8 TO 12 YEARS		13 TO 17 YEARS		18 YEARS OR MORE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	348	$45,157	465	$55,000	458	$63,575	537	$69,300
UNIV. DEPT. ADMINISTRATOR	86	$43,212	96	$52,000	76	$55,000	53	$57,000
ASSOCIATE ADMINISTRATOR	88	$42,750	91	$52,000	72	$56,475	54	$62,550
ASSISTANT ADMINISTRATOR	61	$34,000	44	$45,000	28	$49,716	20	$51,750
OFFICE MANAGER	91	$31,000	67	$35,000	45	$35,500	26	$36,250
CONTROLLER	22	$40,900	14	$43,150	6	*	6	*
CHIEF FINANCIAL OFFICER	31	$53,000	22	$58,000	18	$70,000	17	$74,000
BUSINESS OFFICE MANAGER	30	$31,921	36	$39,900	24	$37,993	22	$40,250
PERSONNEL DIRECTOR	15	$33,500	16	$41,500	7	*	4	*
MEDICAL DIRECTOR	4	*	4	*	3	*	5	*
PHYSICIAN	8	*	3	*	3	*	4	*
OTHER	30	$39,800	26	$42,080	17	$41,000	17	$48,500

Table 15B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Years of Experience

POSITION TITLE	YEARS OF EXPERIENCE							
	7 YEARS OR LESS		8 TO 12 YEARS		13 TO 17 YEARS		18 YEARS OR MORE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$37,915	$57,600	$44,000	$71,500	$48,700	$85,000	$50,000	$93,000
UNIV. DEPT. ADMINISTRATOR	$37,000	$52,000	$43,500	$62,500	$43,500	$63,973	$46,000	$68,500
ASSOCIATE ADMINISTRATOR	$37,500	$48,750	$42,000	$63,000	$45,000	$71,500	$45,000	$80,000
ASSISTANT ADMINISTRATOR	$30,000	$44,000	$34,500	$50,000	$43,000	$58,250	$40,000	$63,500
OFFICE MANAGER	$27,300	$37,500	$30,000	$41,000	$30,000	$41,000	$32,500	$43,600
CONTROLLER	$36,500	$47,000	$32,200	$60,000	*	*	*	*
CHIEF FINANCIAL OFFICER	$38,000	$65,000	$48,000	$70,000	$60,000	$82,500	$55,000	$78,000
BUSINESS OFFICE MANAGER	$27,000	$42,500	$32,000	$51,250	$28,500	$52,500	$35,360	$52,500
PERSONNEL DIRECTOR	$31,000	$46,000	$35,432	$51,000	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$33,000	$46,000	$35,500	$50,000	$37,300	$45,000	$40,539	$59,483

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 16A: Counts and Medians for Total Fringe Benefits by Position Title and Years of Experience

POSITION TITLE	YEARS OF EXPERIENCE							
	7 YEARS OR LESS		8 TO 12 YEARS		13 TO 17 YEARS		18 YEARS OR MORE	
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	349	$9,130	466	$11,463	454	$12,400	532	$13,725
UNIV. DEPT. ADMINISTRATOR	85	$9,400	92	$9,445	76	$9,850	51	$11,000
ASSOCIATE ADMINISTRATOR	86	$8,110	91	$8,800	71	$11,000	54	$10,100
ASSISTANT ADMINISTRATOR	57	$6,895	43	$6,200	28	$9,045	19	$11,000
OFFICE MANAGER	89	$6,230	66	$8,365	46	$8,482	25	$8,050
CONTROLLER	21	$8,525	14	$6,810	6	*	6	*
CHIEF FINANCIAL OFFICER	31	$8,500	22	$11,150	18	$11,525	18	$12,518
BUSINESS OFFICE MANAGER	31	$4,500	36	$7,875	24	$10,805	22	$8,893
PERSONNEL DIRECTOR	15	$6,600	14	$8,982	8	*	4	*
MEDICAL DIRECTOR	4	*	4	*	3	*	3	*
PHYSICIAN	8	*	2	*	3	*	4	*
OTHER	25	$7,900	22	$5,225	17	$7,684	15	$7,200

Table 16B: 25th and 75th Percentiles for Total Fringe Benefits by Position Title and Years of Experience

POSITION TITLE	YEARS OF EXPERIENCE							
	7 YEARS OR LESS		8 TO 12 YEARS		13 TO 17 YEARS		18 YEARS OR MORE	
	TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$6,125	$13,000	$7,640	$16,100	$8,577	$17,300	$9,300	$20,820
UNIV. DEPT. ADMINISTRATOR	$6,814	$12,950	$7,263	$13,240	$6,553	$13,403	$7,600	$16,000
ASSOCIATE ADMINISTRATOR	$5,735	$11,300	$5,980	$14,780	$7,125	$16,500	$6,800	$15,400
ASSISTANT ADMINISTRATOR	$4,600	$8,865	$5,000	$10,100	$5,963	$12,179	$7,500	$11,900
OFFICE MANAGER	$4,338	$8,225	$5,523	$10,750	$5,970	$11,200	$6,600	$10,700
CONTROLLER	$4,100	$9,600	$5,180	$12,200	*	*	*	*
CHIEF FINANCIAL OFFICER	$4,928	$11,141	$7,075	$13,200	$8,750	$15,600	$8,300	$16,300
BUSINESS OFFICE MANAGER	$2,400	$9,115	$3,890	$11,695	$6,688	$12,650	$6,400	$12,800
PERSONNEL DIRECTOR	$4,937	$9,100	$7,600	$13,400	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$5,450	$10,500	$4,300	$6,600	$4,000	$10,050	$6,738	$16,559

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 17A: Counts and Medians for Salary and Bonuses by Position Title and Number of FTE Physicians

POSITION TITLE	NUMBER OF FTE PHYSICIANS							
	5 FTE OR LESS		6 TO 10 FTE		11 TO 32 FTE		33 FTE OR MORE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	564	$44,000	520	$53,440	463	$70,000	252	$97,500
UNIV. DEPT. ADMINISTRATOR	18	$50,000	53	$45,000	124	$50,000	99	$59,040
ASSOCIATE ADMINISTRATOR	35	$40,000	53	$44,000	66	$43,750	148	$60,000
ASSISTANT ADMINISTRATOR	10	$32,650	16	$37,090	31	$35,000	87	$48,500
OFFICE MANAGER	159	$33,000	42	$34,000	18	$37,234	11	$41,300
CONTROLLER	2	*	10	$35,750	12	$40,000	23	$48,000
CHIEF FINANCIAL OFFICER	1	*	10	$43,250	17	$46,200	57	$68,000
BUSINESS OFFICE MANAGER	43	$33,000	21	$35,360	17	$38,000	30	$51,500
PERSONNEL DIRECTOR	5	*	5	*	8	*	22	$47,370
MEDICAL DIRECTOR	1	*	1	*	1	*	13	$145,000
PHYSICIAN	4	*	4	*	1	*	10	$153,650
OTHER	16	$38,130	11	$41,600	8	*	38	$41,239

Table 17B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Number of FTE Physicians

POSITION TITLE	NUMBER OF FTE PHYSICIANS							
	5 FTE OR LESS		6 TO 10 FTE		11 TO 32 FTE		33 FTE OR MORE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$36,000	$55,000	$43,000	$66,458	$56,650	$85,000	$84,000	$128,000
UNIV. DEPT. ADMINISTRATOR	$47,175	$52,000	$38,000	$52,000	$40,600	$58,650	$47,000	$70,000
ASSOCIATE ADMINISTRATOR	$32,750	$45,450	$38,000	$52,000	$38,500	$55,000	$48,920	$77,500
ASSISTANT ADMINISTRATOR	$30,000	$34,000	$30,500	$45,000	$32,500	$44,000	$40,000	$55,000
OFFICE MANAGER	$27,818	$40,000	$30,000	$42,500	$34,200	$40,000	$35,000	$45,000
CONTROLLER	*	*	$30,000	$45,000	$35,000	$47,150	$40,800	$53,400
CHIEF FINANCIAL OFFICER	*	*	$30,460	$60,000	$44,500	$55,000	$56,000	$78,000
BUSINESS OFFICE MANAGER	$27,000	$40,000	$27,325	$40,000	$29,700	$42,000	$42,500	$55,241
PERSONNEL DIRECTOR	*	*	*	*	*	*	$40,000	$55,000
MEDICAL DIRECTOR	*	*	*	*	*	*	$115,000	$165,000
PHYSICIAN	*	*	*	*	*	*	$125,000	$230,000
OTHER	$30,000	$43,840	$37,719	$58,500	*	*	$39,362	$51,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 18A: Counts and Medians for Total Fringe Benefits by Position Title and Number of FTE Physicians

POSITION TITLE	NUMBER OF FTE PHYSICIANS							
	5 FTE OR LESS		6 TO 10 FTE		11 TO 32 FTE		33 FTE OR MORE	
	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS	TOTAL FRINGE BENEFITS
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	564	$9,035	517	$10,960	461	$13,951	248	$17,902
UNIV. DEPT. ADMINISTRATOR	18	$9,408	52	$8,820	124	$9,068	95	$11,750
ASSOCIATE ADMINISTRATOR	35	$7,880	54	$8,838	67	$8,150	146	$11,018
ASSISTANT ADMINISTRATOR	10	$5,400	18	$6,378	31	$6,200	81	$8,450
OFFICE MANAGER	156	$6,759	42	$8,075	18	$9,043	11	$7,177
CONTROLLER	2	*	9	*	12	$7,344	23	$8,525
CHIEF FINANCIAL OFFICER	1	*	10	$8,686	17	$7,075	58	$11,631
BUSINESS OFFICE MANAGER	43	$8,148	21	$7,800	18	$6,655	30	$8,970
PERSONNEL DIRECTOR	5	*	5	*	8	*	23	$9,245
MEDICAL DIRECTOR	1	*	1	*	1	*	11	$12,160
PHYSICIAN	4	*	3	*	1	*	10	$20,800
OTHER	13	$7,684	11	$6,738	8	*	34	$6,675

Table 18B: 25th and 75th Percentiles for Total Fringe Benefits by Position Title and Number of FTE Physicians

POSITION TITLE	NUMBER OF FTE PHYSICIANS							
	5 FTE OR LESS		6 TO 10 FTE		11 TO 32 FTE		33 FTE OR MORE	
	TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS		TOTAL FRINGE BENEFITS	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$6,123	$12,914	$7,438	$15,700	$9,600	$18,729	$13,000	$24,500
UNIV. DEPT. ADMINISTRATOR	$6,814	$12,100	$6,326	$12,040	$6,148	$13,201	$8,650	$16,000
ASSOCIATE ADMINISTRATOR	$4,900	$11,500	$5,500	$11,700	$5,525	$12,393	$7,175	$15,800
ASSISTANT ADMINISTRATOR	$2,362	$9,250	$4,450	$8,865	$4,060	$7,570	$6,080	$11,850
OFFICE MANAGER	$4,637	$9,875	$5,546	$11,632	$6,400	$13,193	$5,000	$8,000
CONTROLLER	*	*	*	*	$5,496	$9,115	$4,630	$11,263
CHIEF FINANCIAL OFFICER	*	*	$4,030	$11,300	$5,630	$10,872	$8,750	$15,600
BUSINESS OFFICE MANAGER	$4,054	$11,900	$4,500	$11,700	$2,400	$7,986	$7,245	$12,550
PERSONNEL DIRECTOR	*	*	*	*	*	*	$6,100	$14,060
MEDICAL DIRECTOR	*	*	*	*	*	*	$3,350	$24,400
PHYSICIAN	*	*	*	*	*	*	$17,100	$28,500
OTHER	$5,000	$10,250	$4,100	$13,500	*	*	$5,050	$10,500

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 19A: Counts and Medians for Salary and Bonuses by Position Title and Formal Education Level

POSITION TITLE	FORMAL EDUCATION LEVEL							
	HIGH SCHOOL		ASSOCIATE DEGREE		BACHELORS DEGREE		MASTERS, PHD OR JD	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	184	$42,050	196	$44,665	668	$55,000	764	$70,000
UNIV. DEPT. ADMINISTRATOR	13	$39,000	20	$37,726	89	$50,000	193	$53,000
ASSOCIATE ADMINISTRATOR	27	$40,000	31	$45,000	103	$46,000	148	$58,000
ASSISTANT ADMINISTRATOR	9	*	19	$42,500	73	$40,000	54	$46,000
OFFICE MANAGER	77	$34,000	54	$31,000	76	$35,164	23	$40,000
CONTROLLER	7	*	2	*	28	$45,500	12	$46,500
CHIEF FINANCIAL OFFICER	3	*	5	*	48	$61,500	33	$65,000
BUSINESS OFFICE MANAGER	33	$31,491	18	$39,550	44	$40,750	18	$47,800
PERSONNEL DIRECTOR	7	*	9	*	16	$42,500	10	$49,500
OTHER	8	*	9	*	32	$41,660	42	$43,375

Table 19B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Formal Education Level

POSITION TITLE	FORMAL EDUCATION LEVEL							
	HIGH SCHOOL		ASSOCIATE DEGREE		BACHELORS DEGREE		MASTERS, PHD OR JD	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$34,054	$50,981	$37,871	$60,000	$43,559	$75,000	$53,050	$90,000
UNIV. DEPT. ADMINISTRATOR	$30,000	$50,000	$33,450	$46,205	$40,200	$62,000	$44,500	$63,000
ASSOCIATE ADMINISTRATOR	$33,500	$48,000	$33,000	$51,000	$40,000	$61,500	$44,000	$75,000
ASSISTANT ADMINISTRATOR	*	*	$31,680	$50,000	$32,506	$49,431	$34,000	$57,000
OFFICE MANAGER	$29,000	$38,500	$27,818	$37,500	$30,000	$42,500	$32,772	$50,000
CONTROLLER	*	*	*	*	$38,750	$52,000	$40,250	$57,500
CHIEF FINANCIAL OFFICER	*	*	*	*	$50,000	$71,300	$50,000	$78,000
BUSINESS OFFICE MANAGER	$26,900	$36,500	$33,500	$52,800	$30,921	$53,750	$33,500	$53,000
PERSONNEL DIRECTOR	*	*	*	*	$34,875	$47,500	$37,000	$57,000
OTHER	*	*	*	*	$37,750	$55,000	$38,500	$50,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 20A: Counts and Medians for Salary and Bonuses by Position Title and American College of Medical Group Administrators Status

POSITION TITLE	AMERICAN COLLEGE OF MEDICAL GROUP ADMINISTRATORS STATUS							
	NOT AFFILIATED		NOMINEE		CANDIDATE		FELLOW	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	1,179	$54,800	329	$60,000	158	$70,000	112	$85,000
UNIV. DEPT. ADMINISTRATOR	219	$51,170	65	$53,500	11	$49,000	5	*
ASSOCIATE ADMINISTRATOR	220	$48,000	49	$48,340	19	$70,000	9	*
ASSISTANT ADMINISTRATOR	104	$40,000	31	$50,600	11	$50,000	5	*
OFFICE MANAGER	206	$34,225	11	$38,000	6	*	3	*
CONTROLLER	44	$43,650	5	*	*	*	*	*
CHIEF FINANCIAL OFFICER	65	$65,000	16	$56,088	2	*	1	*
BUSINESS OFFICE MANAGER	94	$37,250	7	*	5	*	2	*
PERSONNEL DIRECTOR	35	$40,000	5	*	*	*	1	*
MEDICAL DIRECTOR	14	$130,000	1	*	*	*	1	*
PHYSICIAN	15	$150,000	*	*	2	*	*	*
OTHER	64	$41,000	11	$35,500	6	*	5	*

Table 20B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and American College of Medical Group Administrators Status

POSITION TITLE	AMERICAN COLLEGE OF MEDICAL GROUP ADMINISTRATORS STATUS							
	NOT AFFILIATED		NOMINEE		CANDIDATE		FELLOW	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$42,000	$75,000	$46,587	$77,000	$54,000	$94,000	$64,325	$112,000
UNIV. DEPT. ADMINISTRATOR	$41,950	$62,500	$42,500	$61,628	$40,000	$72,000	*	*
ASSOCIATE ADMINISTRATOR	$39,125	$63,000	$40,000	$68,000	$56,250	$92,000	*	*
ASSISTANT ADMINISTRATOR	$32,503	$48,000	$40,000	$57,000	$30,200	$64,900	*	*
OFFICE MANAGER	$29,000	$41,000	$26,200	$54,800	*	*	*	*
CONTROLLER	$35,000	$54,200	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$48,000	$73,000	$50,000	$73,250	*	*	*	*
BUSINESS OFFICE MANAGER	$29,000	$45,100	*	*	*	*	*	*
PERSONNEL DIRECTOR	$33,000	$48,000	*	*	*	*	*	*
MEDICAL DIRECTOR	$90,000	$165,000	*	*	*	*	*	*
PHYSICIAN	$100,000	$230,000	*	*	*	*	*	*
OTHER	$37,610	$47,350	$33,794	$50,000	*	*	*	*

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 21A: Counts and Medians for Salary and Bonuses by Position Title and Managed Care Revenue Percent of Total Net Revenue

POSITION TITLE	MANAGED CARE REVENUE PERCENT OF TOTAL NET REVENUE							
	NO MANAGED CARE		8% MANAGED CARE OR LESS		9% TO 20% MANAGED CARE		21% TO 100% MANAGED CARE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	403	$55,000	442	$60,788	487	$56,650	440	$60,750
UNIV. DEPT. ADMINISTRATOR	45	$49,000	94	$55,000	90	$51,887	42	$52,000
ASSOCIATE ADMINISTRATOR	49	$45,450	72	$49,170	83	$53,000	88	$50,395
ASSISTANT ADMINISTRATOR	28	$41,250	40	$40,090	31	$48,000	38	$42,300
OFFICE MANAGER	65	$34,000	48	$35,000	57	$34,000	51	$32,500
CONTROLLER	9	*	11	$43,000	16	$42,488	9	*
CHIEF FINANCIAL OFFICER	13	$60,000	24	$65,250	18	$59,250	30	$65,000
BUSINESS OFFICE MANAGER	31	$32,000	32	$41,250	15	$40,500	23	$40,000
PERSONNEL DIRECTOR	7	*	4	*	9	*	14	$39,500
MEDICAL DIRECTOR	1	*	1	*	3	*	12	$135,000
PHYSICIAN	1	*	5	*	5	*	8	*
OTHER	16	$39,520	18	$41,239	12	$44,160	23	$43,750

Table 21B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Managed Care Revenue Percent of Total Net Revenue

POSITION TITLE	MANAGED CARE REVENUE PERCENT OF TOTAL NET REVENUE							
	NO MANAGED CARE		8% MANAGED CARE OR LESS		9% TO 20% MANAGED CARE		21% TO 100% MANAGED CARE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$40,000	$72,000	$45,000	$85,000	$45,000	$80,000	$45,900	$85,000
UNIV. DEPT. ADMINISTRATOR	$40,000	$56,500	$46,000	$63,765	$41,200	$65,000	$43,000	$57,500
ASSOCIATE ADMINISTRATOR	$38,495	$64,000	$38,625	$65,875	$43,000	$65,000	$40,341	$70,000
ASSISTANT ADMINISTRATOR	$33,863	$52,250	$32,250	$53,000	$40,942	$51,600	$33,000	$52,000
OFFICE MANAGER	$27,000	$42,000	$30,000	$40,000	$30,000	$40,000	$29,000	$40,000
CONTROLLER	*	*	$34,100	$60,000	$36,250	$60,000	*	*
CHIEF FINANCIAL OFFICER	$45,000	$74,000	$48,100	$75,000	$38,500	$72,000	$55,000	$75,000
BUSINESS OFFICE MANAGER	$27,000	$39,500	$33,246	$52,900	$35,000	$66,000	$33,000	$52,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	$34,050	$55,000
MEDICAL DIRECTOR	*	*	*	*	*	*	$107,500	$155,550
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	$33,047	$43,840	$37,100	$59,483	$40,000	$49,500	$38,760	$50,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 22A: Counts and Medians for Salary and Bonuses by Position Title and Selected Single Specialty Group Type

POSITION TITLE	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY		CARDIOLOGY		FAMILY PRACTICE		INTERNAL MEDICINE	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	49	$65,000	84	$50,150	127	$44,000	68	$50,000
UNIV. DEPT. ADMINISTRATOR	32	$52,500	1	*	18	$39,411	8	*
ASSOCIATE ADMINISTRATOR	4	*	11	$37,600	14	$35,500	2	*
ASSISTANT ADMINISTRATOR	1	*	3	*	4	*	1	*
OFFICE MANAGER	13	$40,000	12	$34,500	21	$26,500	9	*
CONTROLLER	2	*	2	*	2	*	2	*
CHIEF FINANCIAL OFFICER	2	*	3	*	2	*	*	*
BUSINESS OFFICE MANAGER	12	$32,500	4	*	10	$29,250	2	*
PERSONNEL DIRECTOR	-*	*	*	*	1	*	*	*
PHYSICIAN	1	*	1	*	2	*	*	*
OTHER	1	*	*	*	7	*	1	*

Table 22B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Selected Single Specialty Group Type

POSITION TITLE	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY		CARDIOLOGY		FAMILY PRACTICE		INTERNAL MEDICINE	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$50,000	$86,000	$43,000	$67,375	$36,000	$54,000	$37,750	$70,000
UNIV. DEPT. ADMINISTRATOR	$41,850	$67,750	*	*	$36,800	$45,210	*	*
ASSOCIATE ADMINISTRATOR	*	*	$33,000	$45,000	$33,708	$45,000	*	*
ASSISTANT ADMINISTRATOR	*	*	*	*	*	*	*	*
OFFICE MANAGER	$30,000	$45,100	$30,000	$38,500	$24,100	$30,000	*	*
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS OFFICE MANAGER	$28,850	$39,750	*	*	$27,000	$33,500	*	*
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 22C: Counts and Medians for Salary and Bonuses by Position Title and Selected Single Specialty Group Type

POSITION TITLE	SINGLE SPECIALTY GROUP TYPE							
	OBSTETRICS/GYNECOLOGY		OPHTHALMOLOGY		RADIOLOGY		SURGERY: ORTHOPEDIC	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	95	$45,500	78	$57,500	93	$69,000	208	$55,000
UNIV. DEPT. ADMINISTRATOR	23	$57,780	10	$50,500	22	$49,891	7	*
ASSOCIATE ADMINISTRATOR	4	*	8	*	10	$47,750	5	*
ASSISTANT ADMINISTRATOR	5	*	3	*	4	*	4	*
OFFICE MANAGER	26	$32,560	5	*	5	*	26	$36,900
CONTROLLER	1	*	2	*	2	*	2	*
CHIEF FINANCIAL OFFICER	*	*	*	*	2	*	4	*
BUSINESS OFFICE MANAGER	4	*	2	*	9	*	7	*
PERSONNEL DIRECTOR	1	*	1	*	1	*	*	*
PHYSICIAN	*	*	1	*	*	*	*	*
OTHER	*	*	2	*	3	*	1	*

Table 22D: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Selected Single Specialty Group Type

POSITION TITLE	SINGLE SPECIALTY GROUP TYPE							
	OBSTETRICS/GYNECOLOGY		OPHTHALMOLOGY		RADIOLOGY		SURGERY: ORTHOPEDIC	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$38,000	$59,300	$43,600	$70,600	$55,000	$91,000	$43,915	$71,250
UNIV. DEPT. ADMINISTRATOR	$49,000	$67,000	$46,000	$53,500	$44,000	$62,000	*	*
ASSOCIATE ADMINISTRATOR	*	*	*	*	$41,500	$55,000	*	*
ASSISTANT ADMINISTRATOR	*	*	*	*	*	*	*	*
OFFICE MANAGER	$29,000	$38,160	*	*	*	*	$34,000	$43,325
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS OFFICE MANAGER	*	*	*	*	*	*	*	*
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Table 23A: Counts and Medians for Salary and Bonuses by Position Title and Type of University Plan

POSITION TITLE	TYPE OF UNIVERSITY PLAN							
	CENTRALIZED		DEPARTMENTALIZED		UNIVERSITY HEALTH SERVICE		NO UNIVERSITY AFFILIATION	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	69	$93,000	83	$70,000	11	$48,267	1,640	$56,000
UNIV. DEPT. ADMINISTRATOR	98	$52,000	184	$52,474	13	$42,000	9	*
ASSOCIATE ADMINISTRATOR	37	$54,000	40	$48,500	7	*	216	$50,000
ASSISTANT ADMINISTRATOR	18	$48,500	19	$44,500	3	*	112	$42,050
OFFICE MANAGER	6	*	10	$43,000	*	*	216	$34,000
CONTROLLER	3	*	12	$42,200	1	*	30	$40,650
CHIEF FINANCIAL OFFICER	10	$70,500	10	$72,300	*	*	68	$58,250
BUSINESS OFFICE MANAGER	6	*	20	$44,034	4	*	82	$36,750
PERSONNEL DIRECTOR	2	*	3	*	1	*	35	$39,000
MEDICAL DIRECTOR	1	*	*	*	*	*	16	$130,000
PHYSICIAN	1	*	1	*	*	*	17	$150,000
OTHER	13	$43,750	13	$40,000	1	*	52	$41,239

Table 23B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Type of University Plan

POSITION TITLE	TYPE OF UNIVERSITY PLAN							
	CENTRALIZED		DEPARTMENTALIZED		UNIVERSITY HEALTH SERVICE		NO UNIVERSITY AFFILIATION	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$79,300	$120,000	$55,500	$90,000	$40,600	$60,000	$43,000	$75,000
UNIV. DEPT. ADMINISTRATOR	$42,000	$62,250	$43,250	$64,000	$39,000	$45,210	*	*
ASSOCIATE ADMINISTRATOR	$40,144	$69,940	$41,000	$61,605	*	*	$40,000	$66,375
ASSISTANT ADMINISTRATOR	$37,273	$60,000	$34,000	$48,000	*	*	$32,900	$52,000
OFFICE MANAGER	*	*	$37,692	$46,500	*	*	$29,000	$40,000
CONTROLLER	*	*	$37,838	$51,000	*	*	$35,000	$55,000
CHIEF FINANCIAL OFFICER	$55,000	$81,500	$56,000	$78,000	*	*	$45,600	$70,000
BUSINESS OFFICE MANAGER	*	*	$35,250	$52,900	*	*	$28,000	$45,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	$33,500	$47,000
MEDICAL DIRECTOR	*	*	*	*	*	*	$95,000	$153,050
PHYSICIAN	*	*	*	*	*	*	$115,000	$170,000
OTHER	$40,000	$55,000	$37,100	$40,000	*	*	$36,500	$50,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.

Source: Medical Group Management Association member groups.

Medical Group Management Association
Membership Salary and Fringe Benefit Survey: 1990 Report Based on 1990 Data

Table 24A: Counts and Medians for Salary and Bonuses by Position Title and Geographic Section

POSITION TITLE	GEOGRAPHIC SECTION							
	EASTERN SECTION		MIDWEST SECTION		SOUTHERN SECTION		WESTERN SECTION	
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN	COUNT	MEDIAN
EXEC. DIRECTOR/CHIEF ADMIN.	377	$57,700	438	$57,200	487	$56,000	385	$60,000
UNIV. DEPT. ADMINISTRATOR	118	$52,000	57	$53,500	90	$47,832	33	$49,860
ASSOCIATE ADMINISTRATOR	74	$50,000	92	$49,000	65	$51,300	54	$52,500
ASSISTANT ADMINISTRATOR	24	$35,900	45	$45,000	46	$40,000	31	$44,000
OFFICE MANAGER	59	$35,000	40	$33,250	62	$34,100	57	$34,000
CONTROLLER	12	$54,325	11	$50,000	14	$40,950	7	*
CHIEF FINANCIAL OFFICER	18	$56,338	27	$65,000	20	$58,000	17	$65,000
BUSINESS OFFICE MANAGER	37	$39,100	25	$36,885	31	$33,000	13	$47,000
PERSONNEL DIRECTOR	8	*	16	$45,660	8	*	7	*
MEDICAL DIRECTOR	4	*	6	*	2	*	4	*
PHYSICIAN	4	*	10	$135,000	1	*	2	*
OTHER	21	$43,000	24	$43,340	23	$40,000	14	$40,500

Table 24B: 25th and 75th Percentiles for Salary and Bonuses by Position Title and Geographic Section

POSITION TITLE	GEOGRAPHIC SECTION							
	EASTERN SECTION		MIDWEST SECTION		SOUTHERN SECTION		WESTERN SECTION	
	SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES		SALARY AND BONUSES	
	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE	25TH PERCENTILE	75TH PERCENTILE
EXEC. DIRECTOR/CHIEF ADMIN.	$44,270	$81,500	$45,000	$75,000	$43,000	$75,000	$44,000	$85,000
UNIV. DEPT. ADMINISTRATOR	$43,576	$62,000	$39,900	$66,000	$39,000	$57,400	$40,000	$59,040
ASSOCIATE ADMINISTRATOR	$42,000	$63,000	$38,498	$66,250	$40,000	$64,000	$40,000	$77,000
ASSISTANT ADMINISTRATOR	$31,750	$47,260	$32,000	$52,000	$33,725	$45,000	$35,000	$54,500
OFFICE MANAGER	$29,000	$41,000	$28,500	$36,500	$29,500	$40,000	$30,000	$42,000
CONTROLLER	$37,900	$62,750	$36,000	$52,000	$34,100	$45,000	*	*
CHIEF FINANCIAL OFFICER	$50,000	$77,000	$46,200	$74,000	$45,350	$73,000	$50,000	$72,000
BUSINESS OFFICE MANAGER	$31,491	$46,000	$30,000	$50,000	$26,000	$45,000	$38,000	$55,000
PERSONNEL DIRECTOR	*	*	$36,500	$55,000	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	$100,000	$170,000	*	*	*	*
OTHER	$38,760	$50,000	$40,000	$47,350	$33,794	$55,000	$35,000	$55,000

NOTES: AN ASTERISK IN A STATISTIC COLUMN INDICATES THAT DATA ARE SUPPRESSED WHEN THE COUNT (NUMBER OF RESPONSES) IS LESS THAN 10. AN ASTERISK IN A COUNT COLUMN SHOULD BE INTERPRETED AS A ZERO.
THE EASTERN SECTION CONSISTS OF CT, DE, DC, ME, MD, MA, NH, NJ, NY, NC, PA, RI, VT, VA, AND WV.
THE MIDWEST SECTION CONSISTS OF IL, IN, IA, MI, MN, NE, ND, OH, SD, AND WI.
THE SOUTHERN SECTION CONSISTS OF AL, AR, FL, GA, KS, KY, LA, MS, MO, OK, SC, TN, AND TX.
THE WESTERN SECTION CONSISTS OF AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, AND WY.

Source: Medical Group Management Association member groups.

Medical Group Management Association

1990 Membership Salary and Fringe Benefit Survey

Based on 1990 Data

Directions

1. If you have a question on how to complete your survey questionnaire, call Dave Gans or Jim Margolis at MGMA, telephone (303) 753-1111 or the Financial Management Committee member in your MGMA Section. See page 56 of the *1990 MGMA Directory* for names and telephone numbers of committee members.

2. The results of this survey will be compiled in the *1990 Membership Salary and Fringe Benefit Survey Report Based on 1990 Data*. One copy of this report is provided at no charge to all MGMA active, associate, and allied members. Nonmembers may purchase this report for $75.00.

3. Please return your completed questionnaire no later than May 21, 1990 to: MGMA, 1355 South Colorado Boulevard, Suite 900, Denver, Colorado 80222, Attention: Membership Salary Survey. A pre-addressed return envelope is provided for your convenience. Please be sure to keep a photocopy of your completed questionnaire for future reference.

4. All data for this survey are anonymous and confidential. A copy of the MGMA/CRAHCA policy regarding confidentiality of survey data is enclosed.

Please complete and return no later than May 21, 1990.

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MGMA
MEDICAL GROUP MANAGEMENT ASSOCIATION

Medical Group Management Association

1990 Membership Salary and Fringe Benefit Survey Based on 1990 Data

PART A. COMPENSATION

1. What is the best estimate of your calendar/fiscal year **1990 SALARY and BONUSES?** This includes all income earned, such as annual salary, Christmas or other taxed special bonuses, payments in lieu of vacation, etc. $ _____

2. If you have remained in the same position in the group for the past year, what do you expect will be your change in compensation for 1990 compared to 1989?

1	COMPENSATION WILL DECREASE OVER 5%	6	COMPENSATION WILL INCREASE 11-15%
2	COMPENSATION WILL DECREASE 1-5%	7	COMPENSATION WILL INCREASE 16-20%
3	0% (NO CHANGE)	8	COMPENSATION WILL INCREASE OVER 20%
4	COMPENSATION WILL INCREASE 1-5%	9	QUESTION DOES NOT APPLY
5	COMPENSATION WILL INCREASE 6-10%		

3. What best describes your method of income determination?

1	STRAIGHT SALARY	3	COMBINATION OF SALARY AND PERCENTAGE
2	PERCENT OF GROUP AND/OR PHYSICIAN INCOME	4	SALARY PLUS BONUS

4. Do you have a written employment contract?

1	YES	2	NO

PART B. FRINGE BENEFITS

What is the best estimate of your calendar/fiscal year **1990 ANNUAL FRINGE BENEFITS?** Please assign a dollar value to the benefits you receive.

5. CONTRIBUTION TO RETIREMENT, PENSION, AND PROFIT SHARING PROGRAM(S) BY YOUR EMPLOYER $ _____

6. INSURANCE (Please report total annual premium cost (not face value) for health/medical, dental, term life, and accidental death and disability income insurance.) $ _____

7. AUTOMOBILE (excluding mileage reimbursement) $ _____

8. EDUCATION/MEETING/CONFERENCE ALLOWANCES OR REIMBURSEMENTS $ _____

9. LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES $ _____

10. PROFESSIONAL ASSOCIATION DUES $ _____

11. OTHER (club memberships, convention travel for spouse, low-cost loans, etc.) $ _____

12. TOTAL ANNUAL FRINGE BENEFITS (sum of answers 5 through 11) $ _____

13. How many working days of paid vacation are you entitled to per year? _____ DAYS

14. How many working days are you entitled to for education/meetings/conference attendance outside the group? _____ DAYS

15. How many actual days did you attend education programs, professional meetings, and conferences last year? _____ DAYS

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PART C: MEMBER DEMOGRAPHICS

16. What one position title best describes your responsibilities in the group? (Note: Your actual job title may differ from the position titles listed here. Please mark the position title corresponding to the description that most closely matches your actual responsibilities.)

1 ____ EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR
Plans, directs, and coordinates all of the medical group's non-patient-care activities. Has broad responsibilities within the medical group, including implementation of personnel policies and programs, enactment of the financial and fiscal policies, and formulation of strategic and marketing plans. Interacts directly with the medical group physician governance. Usually has subordinate managers.

2 ____ UNIVERSITY GROUP DEPARTMENT ADMINISTRATOR
Plans, directs, and coordinates non-patient-care activities within a medical school department.

3 ____ ASSOCIATE ADMINISTRATOR
Assists in administration of the medical group. Consults and advises the Executive Director/Chief Administrator on operations, facilities and policies. In the absence of the Executive Director/Chief Administrator, assumes responsibilities to plan, direct, and coordinate non-patient-care activities.

4 ____ ASSISTANT ADMINISTRATOR
Assists the Executive Director/Chief Administrator plan, direct, and coordinate non-patient-care activities. Normally has a limited scope of responsibility. A medical group may have multiple assistant administrators.

5 ____ OFFICE MANAGER
Manages non-patient-care activities. Has a more limited scope of responsibility than does the Executive Director/Chief Administrator position. Normal emphasis is on day-to-day activities and not on long-term planning. Usually does not have subordinate managers.

6 ____ CONTROLLER
Maintains all accounting records and is responsible for development, analysis, and interpretation of statistical and accounting information to appraise operations. Generally reports to the Chief Financial Officer or the Assistant Administrator for Finance.

7 ____ CHIEF FINANCIAL OFFICER
Responsible for financial planning and fiscal planning for the medical group. Prepares long-term and short-term projections to insure that adequate funds are available for attainment of clinic objectives and financial obligations. Oversees clinic investments and savings.

8 ____ BUSINESS OFFICE MANAGER
Directs and coordinates business office activities within a medical group which has an Executive Director/Chief Administrator. Responsible for the areas of insurance processing, insurance claims filing, billing, accounts receivable, credit, and collections.

9 ____ PERSONNEL DIRECTOR
Develops, implements, and coordinates policies and programs covering all aspects of employment activities and personnel administration. Supervises retirement and other benefit services as well as administration of wage and salary programs and personnel records.

10 ____ MEDICAL DIRECTOR
The medical group physician who has explicit responsibility to manage quality assurance, utilization review, and other programs that deal with medical matters in either the medical group itself or in a health maintenance organization (HMO) or preferred provider organization (PPO) affiliated with the medical group.

11 ____ PHYSICIAN
A physician who is a member of the medical group and is in the position of Executive Director or Medical Director.

12 ____ OTHER: _____

17. How many personnel do you supervise (either directly or indirectly through subordinate managers)?
____ PERSONS SUPERVISED

18. How many years of experience do you have in group practice, health administration, or business management?
____ YEARS

19. What is your gender?
1 ____ MALE 2 ____ FEMALE

20. What is your highest level of formal education?
1 ____ HIGH SCHOOL
2 ____ ASSOCIATE DEGREE
3 ____ BACHELOR'S DEGREE
4 ____ MASTER'S DEGREE
5 ____ PH.D., J.D., ETC.
6 ____ M.D.

21. What is your status in the American College of Medical Group Administrators?
1 ____ NOT AFFILIATED
2 ____ NOMINEE
3 ____ CANDIDATE
4 ____ FELLOW

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PART D: GROUP DEMOGRAPHICS

22. What was the medical group's total net revenue from all sources, including fee-for-service revenue, prepaid and capitation revenue, and ancillary services revenue such as laboratory, x-ray, etc., during your most recently completed fiscal year?
$ _____

23. Does your medical group derive revenue from managed care (HMO/PPO) contracts (either discounted fee-for-service or capitation)?
1 ____ YES 2 ____ NO

24. If Question 23 is Yes, what percentage of your group's total net revenue is derived from managed care (HMO/PPO) contracts?
_____ %

25. What is the number of FULL-TIME-EQUIVALENT (FTE) PHYSICIANS in your group?
To compute the number of FTE physicians in the group, add the number of full-time (1.0 FTE) physicians to the number of part-time physicians. Report the total FTE of **ALL** physicians practicing within the medical group, such as shareholders/partners, associates on salary, employed physicians, contract physicians, locum tenens, etc. The FTE of a part-time physician can be computed by comparing the time a physician spends working for the group practice to the time spent in a normal work week. (e.g., a physician working in the clinic or in a hospital on behalf of the group for 20 hours compared to a normal 40-hour work week would be .5 FTE.)
_____ FTE PHYSICIANS

26. What is your group type?
1 SINGLE SPECIALTY
2 MULTISPECIALTY WITH PRIMARY CARE
3 MULTISPECIALTY WITHOUT PRIMARY CARE

27. If your group is single specialty, what is the specialty? _____

28. Is your group university-affiliated?
1 ____ YES 2 ____ NO

29. If your group is university-affiliated, what is the type of plan?
1 ____ CENTRALIZED
2 ____ DEPARTMENTALIZED
3 ____ UNIVERSITY HEALTH SERVICE
4 ____ OTHER

30. In what state or province is your group located? (Please use 2-letter postal code.) _____

PART E: SUGGESTIONS AND COMMENTS

IF YOU DO NOT WANT TO COMPLETE THIS SURVEY QUESTIONNAIRE, PLEASE RETURN IT TO MGMA, INDICATING YOUR CONCERNS BELOW. Your response is appreciated and will be used in evaluating the survey. Any other suggestions for content or form of changes are also solicited. Since the *MGMA Membership Salary and Fringe Benefit Survey* is anonymous, if you want a response to a question, note your name, group, address, and phone number below or write to us using medical group letterhead. If you identify yourself, your questions will be answered.

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY!

Sincerely,

MGMA Financial Management Committee and
MGMA/CRAHCA Staff

MEDICAL GROUP MANAGEMENT ASSOCIATION
104 INVERNESS TERRACE EAST
ENGLEWOOD, COLORADO 80112 • (303) 799-1111